Cultural and Situational Awareness

Learning Objectives

Terminal Objectives

Examine the impact of cross cultural behavior patterns, anti-terrorism vulnerabilities and operational security in a contingency contracting environment

Enabling Objectives

- **Illustrate foreign business practice differences**
- **Recognize potential anti-terrorism measures in a contingency environment**
- **Identify actions to ensure OPSEC during a contingency**
- **Describe ethical behaviors in a foreign contracting environment**

Introduction

As a CCO, your travels may take you to many places around the globe.

Your knowledge of:

- **Local Business Practices**
- **Cultural Differences**
- **Threat levels**
- **OPSEC and Countermeasures**

Will directly impact your success in executing the contracting mission.

Other considerations include:

- **Trafficking in Persons**
- **ISOPREP**

Foreign Business Practices

Given a country's culture and their political and legal structures; local business practices considered "normal" may vary from what we are used to. The difference may be ***subtle***… or it may be ***significant.***

- Your job as a CCO and business advisor will be both to adjust legally to accommodate certain nuances (such as payment procedures) and avoid others (such as "selling" of contracts).
- Business customs and practices my differ in the:
  - Degree of seeking competition
  - Practice of giving "Gifts"
  - The time and location of "doing business"
  - Practice of negotiation
  - Schedule commitment

Culture Impact on Mission

As Business Advisors, we need to:

1. Recognize the Differences
2. Understand their Relevance
3. Adjust as Necessary

Culture Contrasts

United States	World View
• HARD WORK / GAIN	• STATUS/BIRTHRIGHT
• COMPETITION	• COOPERATION
• INDIVIDUALISM	• GROUP
• EQUALITY	• STATUS
• RELIGIOUS FREEDOM	• RELIGIOUS RULE
• NUCLEAR FAMILY	• EXTENDED FAMILY

Tailor Your Approach…

Considering…(among others)

- **Time**
- **Work-Social Mix**
- **Friendship**
- **Status**
- **Indirect Resolution of Conflict**
- **Distance**
- **Touching**
- **Thinking**
- **La**
- **Li**

Cultural Awareness

Learn as much as you can about the country you'll be deploying to

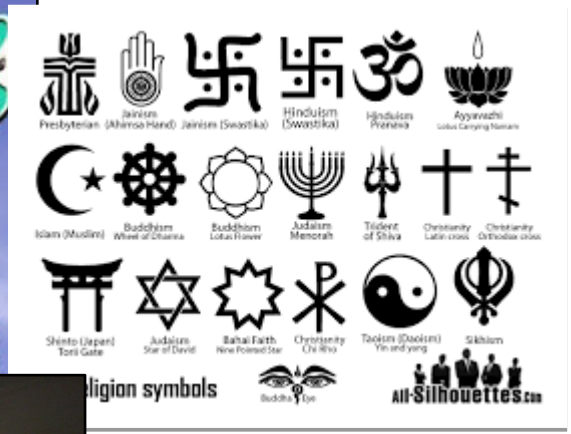
http://catalog.janes.com/catalog/public/html/subject.html

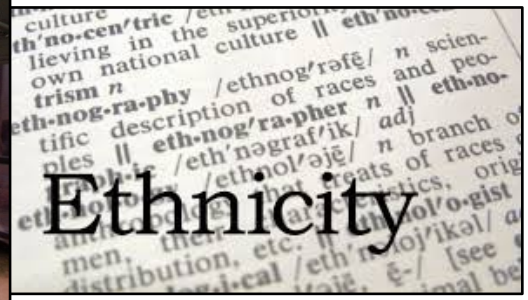
Taboos

Always vary with culture!!! Become familiar with the Host Nation (HN)

Typical Conversational Taboos:

- Religion
- Politics
- Saying “NO”
- Geography
- Ethnic jokes





Cultural Awareness Resources

Cultural Awareness - Learn as Much as You Can About the Country You are Deploying to

- Book: *Do's and taboos* - Roger E. Axtell
- CIA World FactBook
  - https://www.cia.gov/library/publications/the-world-factbook/
- Global Business Leadership (Wibbeke)
  - http://www.globalbusinessleadership.com/worldsmart.asp
- The Defense Language Institute - Foreign Language Center
  - http://www.dliflc.edu/
- US Marine Corps Center for Advanced Operational Culture Learning (CAOCL)
  - http://www.mcu.usmc.mil/caocl/SitePages/
- The Air Force offers sociocultural and language resources
  - http://www.au.af.mil/au/awc/culture/
- IHS Jane's 360 – Economics and Country Risk
  - https://www.ihs.com/industry/economics-country-risk.html

Anti-Terrorism and Security

Threat Factors You Should Consider

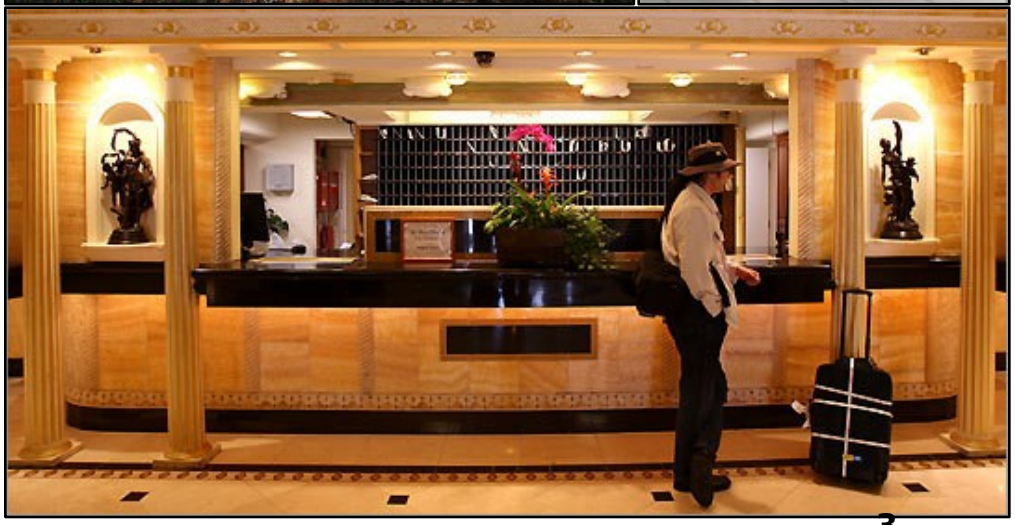
- Are there terror groups in the area?
- Are they violent?
- Do they attack Americans?
- How active are they?
- How sophisticated are they?
- How do they operate?
- What is their level of popular support?
- Are there common tactics?

Complete Your AT/FP Required Training

Anti-Terrorism Countermeasures

Apply the Six Anti Terrorist Awareness Themes to:

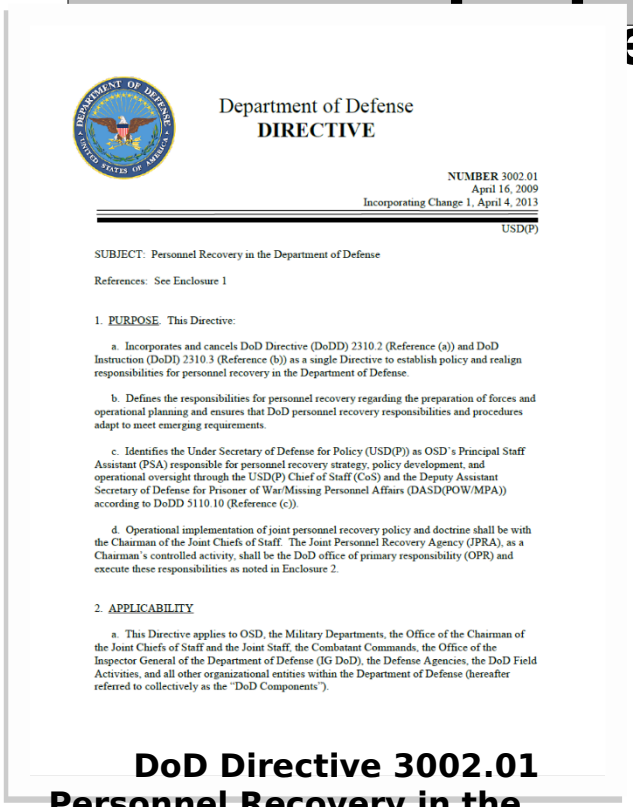
- **Air Travel**
- **Government Facilities**
- **Ground Travel**
- **Hostage Survival**
- **Hotel Security**
- **Individual Measures**
- **Protecting Residence**



Personnel Recovery

The sum of military, diplomatic, and civil efforts to prepare for and execute the eintegration of "isolated" Isolated Personnel

US military, Department of Defense civilians and contractor personnel …who are separated from their unit …while participating in a US sponsored military activity or mission and are (or may be) in a



Department of Defense
DIRECTIVE

NUMBER 3002.01
April 16, 2009
Incorporating Change 1, April 4, 2013
USD(P)

SUBJECT: Personnel Recovery in the Department of Defense

References: See Enclosure 1

1. PURPOSE. This Directive:

a. Incorporates and cancels DoD Directive (DoDD) 2310.2 (Reference (a)) and DoD Instruction (DoDI) 2310.3 (Reference (b)) as a single Directive to establish policy and realign responsibilities for personnel recovery in the Department of Defense.

b. Defines the responsibilities for personnel recovery regarding the preparation of forces and operational planning and ensures that DoD personnel recovery responsibilities and procedures adapt to meet emerging requirements.

c. Identifies the Under Secretary of Defense for Policy (USD(P)) as OSD's Principal Staff Assistant (PSA) responsible for personnel recovery strategy, policy development, and operational oversight through the USD(P) Chief of Staff (CoS) and the Deputy Assistant Secretary of Defense for Prisoner of War/Missing Personnel Affairs (DASD(POW/MPA)) according to DoDD 5110.10 (Reference (c)).

d. Operational implementation of joint personnel recovery policy and doctrine shall be with the Chairman of the Joint Chiefs of Staff. The Joint Personnel Recovery Agency (JPRA), as a Chairman's controlled activity, shall be the DoD office of primary responsibility (OPR) and execute these responsibilities as noted in Enclosure 2.

2. APPLICABILITY

a. This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense (IG DoD), the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

DoD Directive 3002.01 Personnel Recovery in the Department of Defense

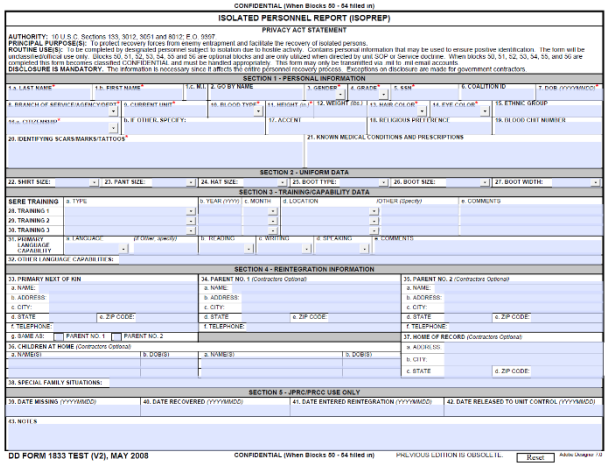
Personnel Recovery

CCO's "Outside the Wire"

- Should know what the deployed procedures will be
- Should remember their 1833 Information

Contract Requirements:

- Contractors required to be personnel recovery trained
- A DD Form 1833 (ISOPREP) ***must*** be prepared for personnel
- An Evasion Plan of Action (EPA) ***must*** be prepared for personnel
- Contract must identify responsible organization for training


CONFIDENTIAL (When Blocks 50 - 54 filled in)

ISOLATED PERSONNEL REPORT (ISOPREP)

PRIVACY ACT STATEMENT

AUTHORITY: 10 U.S.C. Sections 133, 3012, 9011 and 8012; E.O. 9397

PRINCIPAL PURPOSE(S): To protect recovery forces from enemy entrapment and facilitate the recovery of isolated persons.

ROUTINE USE(S): To be completed by designated personnel subject to isolation due to hostile activity. Contains personal information that may be used to ensure positive identification. The form will be sanitized/redacted/critical use only. Blocks 50, 51, 52, 53, 54, 55 and 56 are optional blocks and are only utilized when directed by unit SOP or Service doctrine. When blocks 50, 51, 52, 53, 54, 55, and 56 are completed this form becomes classified CONFIDENTIAL and must be handled appropriately. This form may only be transmitted via .mil to .mil email accounts.

DISCLOSURE IS MANDATORY. The information is necessary since it affects the entire personnel recovery process. Exceptions on disclosure are made for government contractors.

SECTION 1 - PERSONAL INFORMATION

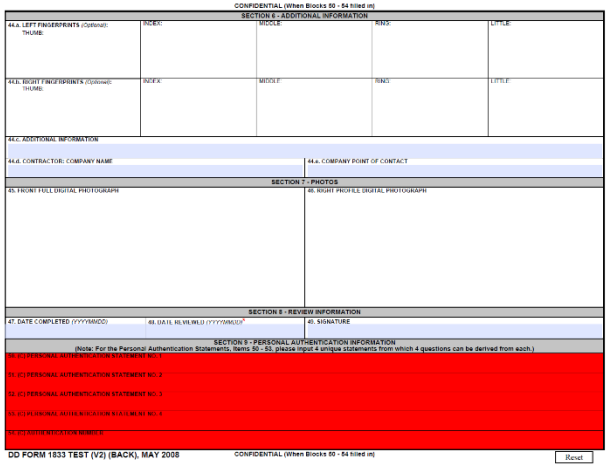
SECTION 2 - UNIFORM DATA

SECTION 3 - TRAINING/CAPABILITY DATA

SECTION 4 - REINTEGRATION INFORMATION

SECTION 5 - JPRC/PRCC USE ONLY

DD FORM 1833 TEST (V2), MAY 2008 CONFIDENTIAL (When Blocks 50 - 54 filled in) PREVIOUS EDITION IS OBSOLETE. Reset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SECTION 6 - ADDITIONAL INFORMATION

SECTION 7 - PHOTOS

SECTION 8 - REVIEW INFORMATION

SECTION 9 - PERSONAL AUTHENTICATION INFORMATION

(Note: For the Personal Authentication Statements, Items 50 - 53, please input 4 unique statements from which 4 questions can be derived from each.)

DD FORM 1833 TEST (V2) (BACK), MAY 2008 CONFIDENTIAL (When Blocks 50 - 54 filled in) Reset

Operations Security Awareness

OPSEC: used to analyze operational plans or programs to detect any weaknesses which could provide

The most important steps to this process are:

- Knowing your unit's mission
- Recognizing the adversary intelligence threats to your unit
- Being aware of unit's critical information--essential elements of friendly info
- Identifying indicators which might disclose this information
- Developing protective measures to eliminate these indicators
- Being constantly alert for vulnerabilities in your units

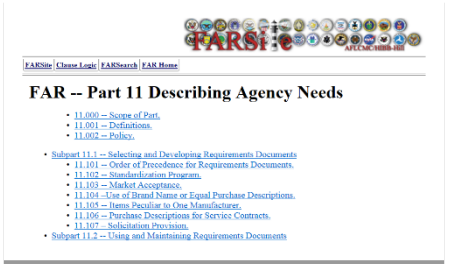
DoDM 5205.02-M DoD Operations Security (OPSEC) Program Manual

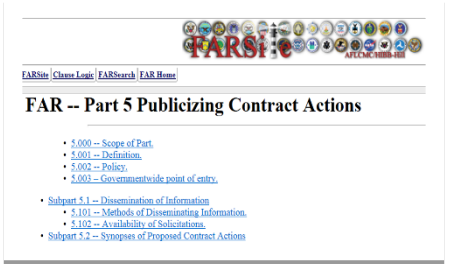
OPSEC is a Continuous Process Involving Security and Common Sense

Communications with Vendors

In the Spirit of OPSEC we Must Protect Information Enemies May use Against Us

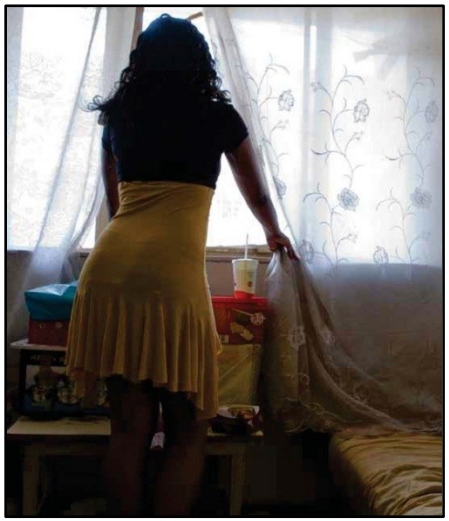
- As CCO's, the opportunity to divulge information is an ever-present danger
  - **Solicitations, SOWs/PWS, Schedules, Drawings, Specifications, etc.**
- As you build relationships with contractors, still posture yourself against attempts of intelligence gathering
  - **Report such attempts – even if they seem insignificant – to the local CID, AFOSI, NCIS, or through the chain of command**
- Utilize caution when utilizing satellite or cell phones, and e-mail


FARSite | Clause Logic | FARSearch | FAR Home
FAR -- Part 11 Describing Agency Needs
11.000 -- Scope of Part.
11.001 -- Definitions.
11.002 -- Policy.
Subpart 11.1 -- Selecting and Developing Requirements Documents
11.101 -- Order of Precedence for Requirements Documents.
11.102 -- Standardization Programs.
11.103 -- Market Acceptance.
11.104 --Use of Brand Name or Equal Purchase Descriptions.
11.105 -- Items Peculiar to One Manufacturer.
11.106 -- Purchase Descriptions for Service Contracts.
11.107 -- Solicitation Provision.
Subpart 11.2 -- Using and Maintaining Requirements Documents


FARSite | Clause Logic | FARSearch | FAR Home
FAR -- Part 5 Publicizing Contract Actions
5.000 -- Scope of Part.
5.001 -- Definition.
5.002 -- Policy.
5.003 -- Governmentwide point of entry.
Subpart 5.1 -- Dissemination of Information
5.101 -- Methods of Disseminating Information.
5.102 -- Availability of Solicitations.
Subpart 5.2 -- Synopses of Proposed Contract Actions

Must balance FAR mandated requirements with sound OPSEC practices… it can be challenging

Trafficking In Persons (TIP)



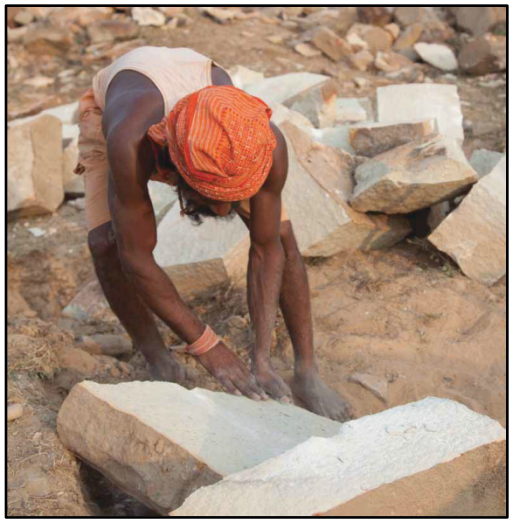
Sex Trafficking

Child Sex Trafficking

Bonded Labor or Debt Bondage

Involuntary Domestic Servitude

Use of Child Soldiers

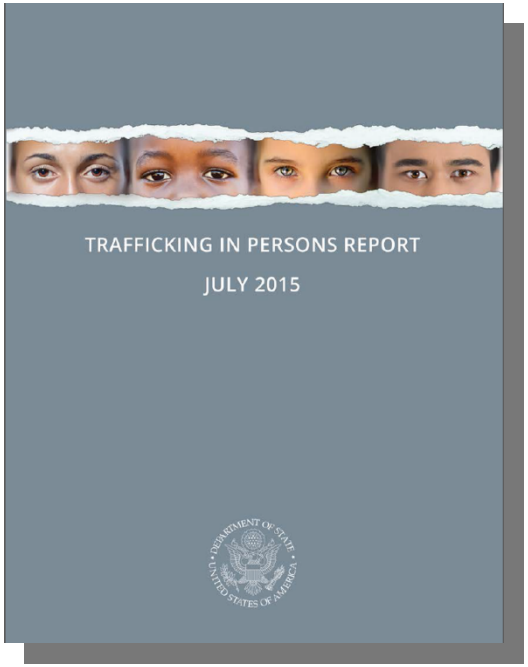


Forced Child Labor

Forced Labor

What is Trafficking in Persons

According to the United Nations, human trafficking "involves the movement of people through violence, deception, or coercion for the purpose of forced labor, servitude, or slavery-like practices"



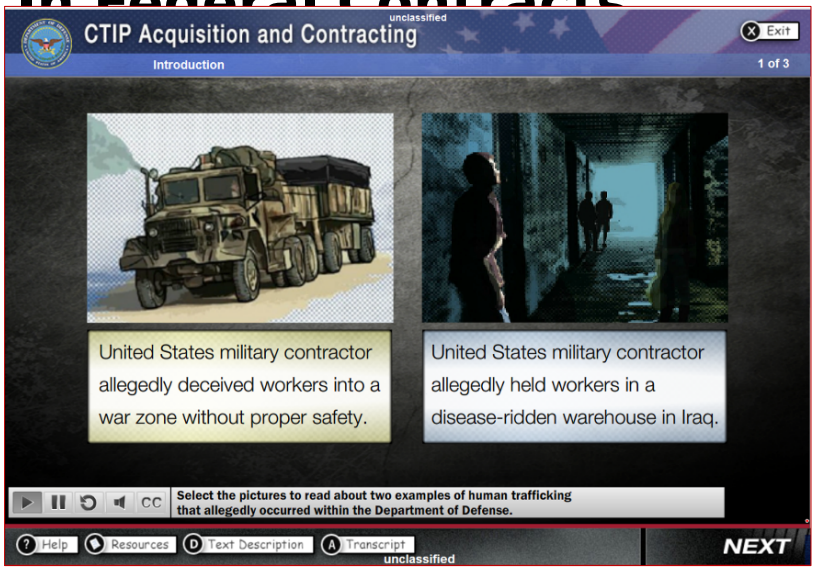
- Traffickers use ***violence***, ***threats***, and other forms of ***coercion*** to force their victims to work against their will.
  - This includes controlling the victims' freedom of movement, where and when they will work, and what pay, if any, they will receive.
- Victims of human trafficking no longer control their lives; they belong to the trafficker who is holding them against their will.
- Human trafficking is ***not*** new and is

Trafficking in Persons (TIP)

US has a Zero Tolerance Policy for TIP

2012 Executive Order 13627 - **Strengthening Protections Against Trafficking In Persons In Federal Contracts**

- Deployed personnel, especially CCOs and CORs need to be aware of how contractor employees are treated
- If TIP is suspected – The CCO is required to notify, through the chain of command, the Combatant Commander
- The CCO or COR should **NEVER** take "rescue" into his/her own hands – notify the correct people
- Training is **MANDATORY**


unclassified
CTIP Acquisition and Contracting
Exit
Introduction
1 of 3
United States military contractor allegedly deceived workers into a war zone without proper safety.
United States military contractor allegedly held workers in a disease-ridden warehouse in Iraq.
CC
Select the pictures to read about two examples of human trafficking that allegedly occurred within the Department of Defense.
Help
Resources
Text Description
Transcript
unclassified
NEXT

DOD002 - Combating Human Trafficking for DoD Acquisition Professionals

FAR Subpart 22.17
DFARS Subpart 222.17, PGI 222.1703, and 252.222-7007